Personnel—General

Battalion S1

Headquarters
Department of the Army
Washington, DC
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Unclassified

SUMMARY of CHANGE

AR 600–8–103
Battalion S1

This regulation is one of series of regulations being developed aspart of the new military personnel publications architecture prescribed in AR600-8. It--

o Replaces the term ""Personnel and Administrative Center (PAC)''
   with""Battalion S1'' (para 2-1a).

o Replaces the term ""PAC Supervisor'' with ""Personnel Sergeant''(para 2-1b).

o Replaces the term ""Personnel Staff Noncommissioned Officer (PSNCO)''with
   ""Assistant Personnel Sergeant'' (para 2-1c).

o Introduces the term ""Unit Support Activities'' (para 2-1e).

o Introduces the term ""Legal Support Activities'' (para 2-1f).

o Introduces the term ""Personnel Support Activities'' (para 2-1g).

o Introduces the term ""Unit Support Clerk'' (para 2-1k).

o Introduces the term ""Shadow Clerk'' (para 2-11).

o Describes the organizational, automation, and procedural tools nowavailable
   to commanders to improve the efficiency of their Battalion S1sections (paras
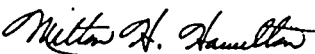   2-5, 2-6, and 3-6).

Army Regulation 600–8–103

Personnel—General

Battalion S1

Contents (Listed by paragraph and page number)

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Chapter 1
Introduction

Section I
General

1–1. Purpose
a. This regulation describes the Battalion S1 Program of theMilitary Personnel System and is linked to AR 600–8 and FM12–6.

b. This regulation provides principles of support, standardsof service, policies, functions, and tasks governing workrequired in the field to support the Battalion S1 Program.

1–2. References
Required and related publications and referenced forms arelisted in appendix A.

1–3. Explanation of abbreviations and terms
Abbreviations and special terms used in this regulation areexplained in the glossary.

Section II
Responsibilities

1–4. The Deputy Chief of Staff for Personnel (DCSPER)
The DCSPER will establish personnel policies relating to theBattalion S1 Program.

1–5. The Chief, National Guard Bureau (CNGB)
The CNGB will appoint a Battalion S1 program manager perAR 600–8 and use this regulation as a basic frame of reference.

1–6. The Chief, Army Reserve (CAR)
The CAR will appoint a Battalion S1 program manager per AR600–8 and use this regulation as a basic frame of reference.

1–7. The Commanding General, U.S. Total Army Personnel Command (CG, PERSCOM)
The CG, PERSCOM will—

a. Establish standards and mandated operating tasks of theBattalion S1 Program.

b. Appoint a program manager for the Battalion S1Program to serve under the supervision of The Adjutant General (TAG).

1–8. Commanders of all major Army commands (MACOMs) and majorsubordinate commands (MSCs)
Commanders of MACOMs and MSCs will monitor and assistin administering the Battalion S1 Program to ensurecompliance with policies and mandated tasks established by thisregulation. The senior military personnel (MILPER) managerwithin each MACOM and MSC will designate a Battalion S1program manager to oversee the program. The MACOM andMSC Battalion S1 program managers will be the commands'focal points and will assist in resolving problems with theprogram identified by installation Battalion S1 programmanagers.

1–9. Commandants of Army service schools
Commandants of Army service schools will provide training inBattalion S1 operations as indicated below:

a. Commandants, U.S. Army Training and DoctrineCommand (TRADOC) Service Schools will provide training toofficers in their respective Officer Basic Course (OBC) andOfficer Advanced Course (OAC).

b. Commandant, Combined Arms Training Activity (CATA)will provide training to officers in the Combined Arms andServices Staff School (CAS3), the Command and General StaffCollege (CGSC), and the Pre-Command Course (PCC).

c. Commandant, Adjutant General School will providetraining to administrative soldiers in Advanced IndividualTraining (AIT), Basic Noncommissioned Officer Course(BNCOC), and Advanced Noncommissioned Officer Course(ANCOC).

d. The Judge Advocate General will coordinate andsupervise the—

(1) Development of all legal training (AIT and BNCOC) for the BattalionS1 Program in conjunction with TRADOC and the Adjutant General School.

(2) Development and maintenance of a sustainment trainingprogram for legal specialists that will be administered by theinstallation Staff Judge Advocate (SJA) office.

1–10. Commanders of Installations, military communities, and mobilization stations
Commanders of installations, military communities, andmobilization stations will monitor and assist in administering theBattalion S1 Program to ensure compliance with policies andtasks mandated by this regulation. The senior MILPERmanager within each installation will designate a Battalion S1program manager to oversee the program. The installationBattalion S1 program manager will be the commands' focalpoint and will assist in resolving problems with the programidentified by subordinate users.

1–11. PERSCOM Battalion S1 Program Manager
The PERSCOM Battalion S1 Program Manager will—

a. Manage the Army's effort to optimize the Battalion S1organization using selected test battalions.

b. Develop, test, and evaluate automation, training, andorganizational tools to help commanders meet their militarypersonnel and other S1 responsibilities.

c. Develop time-saving software modules for Battalion S1and export Armywide.

d. Serve as functional proponent for the Battalion S1Program under the supervision of TAG (HQDA).

1–12. The State Adjutant General
The State Adjutant General will monitor and assist in theadministration of the Battalion S1 Program within each State.This officer commands and supervises the training of ArmyNational Guard (ARNGUS) units located within his State orterritory. The military personnel management officer of eachState oversees the program.

Section III
The Battalion S1 Program

1–13. Overview of Battalion S1 Program
a. The Battalion S1 Program is the Army's initiative toassemble an optimum S1 organization with the necessaryautomation and procedural tools to do the company andbattalion level administrative workload in the Battalion S1. Itprovides the Battalion S1 with the capability to do in peacewhat will be done in war.

b. The Battalion S1 Program is a multifunctional program.It executes portions of the Army's—

(1) Military personnel activities.

(2) Legal support activities.

(3) Military pay activities.

(4) Information mission area activities.

(5) Logistical activities (that is, meal cards).

c. The administrative environment within the Army can becharacterized as complex, changing, and geared to individualservice (fig 1–1). In this environment, the Battalion S1 isresponsible for performing 32 MILPER functions andmultifunctional programs (as outlined in AR 600–8) and the sixnon-MlLPER functions listed below.

(1) *MILPER functions and programs.*

(a) Awards and Decorations (D).

ENVIRONMENT

* COMPLEX

* CHANGING

* INDIVIDUAL SERVICE
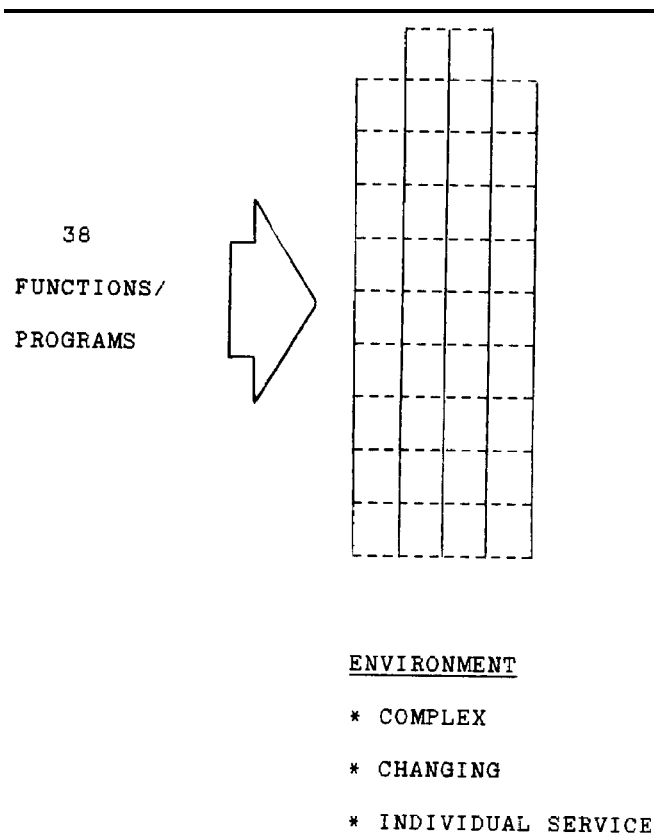
Figure 1-1. Administrative environment

(b) Casualty Operations (D).
(c) Enlisted Evaluations (D).
(d) Enlisted Management (D).
(e) Enlisted Promotions and Reductions (D).
(f) Enlisted Transfers and Discharges (D).
(g) Exceptional Family Members.
(h) Flagging.
(i) Identification Documents (D).
(j) Leaves and Passes (D).
(k) Line of Duty (D).
(l) MILPER Database Management (D).
(m) MILPER Information Management (D).
(n) Officer Evaluations (D).
(o) Officer Management (D).
(p) Officer Procurement (D).
(q) Officer Promotions (D).
(r) Officer Transfers and Discharges (D).
(s) Orders (D).
(t) Personnel Accounting and Strength Reporting (D).
(u) Personnel Processing.
(v) Personnel Security Clearances (D).
(w) Postal Operations (D).
(x) Quality Assurance.
(y) Reassignment.
(z) Retention.
(aa) Soldier Applications.
(ab) Special Pay Programs.
(ac) Sponsorship.
(ad) Strength Management (D).
(ae) Transition Processing.
(af) Unit Manning.
Note: The (D) denotes deployable.
(2) *Non-MlLPER functions.*
(a) Legal.
(b) Meal cards.

(c) Military Pay.
(d) Publications.
(e) Training (Soldier Support File).
(f) Unit Administration.
d. The 38 functions and programs above consist of morethan 400 tasks. The tasks for these functions are listed below.Many of these functions and programs are deployable.Therefore, the primary focus of the S1 must be on the wartimemission. In other words, the S1 must train for war and modifyfor peace.
(1) **Awards and decorations task list.**
(a) Process recommendation for award of individualdecoration.
(b) Process award of service medal or ribbon.
(c) Process award of international service medal or ribbon.
(d) Process request for Good Conduct Medal.
(e) Process request for special skill badge or tab.
(f) Process request for issue of lapel button device.
(g) Process certificate of achievement or commendation.
(h) Process memorandum of commendation or appreciation.
(i) Process application to accept and wear foreigndecorations and badges.
(j) Prepare report of foreign gift of more than minimalvalue ($200. US).
(k) Process amendment or revocation of decoration, award,or honor.
(l) Prepare or submit annual awards reports.
(m) Prepare for and conduct awards ceremony.
(2) **Casualty operations task list.**
(a) Create a casualty report.
(b) Verify a casualty report.
(c) Backup a casualty file.
(d) Delete a casualty file.
(e) Delete a casualty report.
(f) Merge casualty reports.
(g) View Standard Installation/Division Personnel System(SI-DPERS) input in casualty operations.
(h) Coordinate casualty reports with hospitaladministration.
(3) **Enlisted evaluations task list.**
(a) Create rating schemes.
(b) Create list of Noncommissioned Officer EvaluationReport (NCOER) due from suspense file.
(c) Create an NCOER shell.
(d) Update NCOER suspense file.
(e) Print an individual rating scheme.
(f) Print rating scheme by unit.
(g) Type NCOER.
(h) Update NCOER log.
(i) Submit NCOER to Personnel Service Center (PSC).
(j) Answer NCOER inquiries.
(4) **Enlisted management task list.**
(a) Initiate voluntary reclassification.
(b) Initiate request for exchange assignments.
(c) Prepare commander initiated reclassification.
(d) Initiate removal of soldiers from Military IntelligenceCareer Program.
(e) Initiate application for technical escort training.
(f) Initiate request for removal from Technical EscortProgram.
(g) Initiate application for Military Intelligence CareerProgram.
(h) Monitor probation period for soldiers awarded MilitaryOccupational Specialty (MOS) 97B.
(i) Initiate waiver for retention in Military IntelligenceCareer Program.
(j) Initiate request for award of Primary MOS (PMOS),Secondary MOS (SMOS), Additional MOS (AMOS).
(k) Initiate application for Army Bands CareerProgram.
(l) Initiate request for assignment as a SpecialBandsperson.
(m) Initiate request for removal from Army Bands CareerProgram.
(n) Initiate application for Noncommissioned OfficerLogistics Program (NCOLP).
(o) Initiate request for voluntary release from NCOLP.

(p) Initiate recommendation for involuntary removal from NCOLP.

(q) Initiate application for Explosive Ordnance Disposal (EOD) training.

(r) Initiate request for release from EOD program.

(s) Initiate withdrawal of SMOS or AMOS.

(t) Initiate request for assignment to Drill Sergeant duty.

(u) Initiate request for relief from Drill Sergeant duty.

(v) Initiate request for assignment as an Enlisted Aide to the personal staff of general officers.

(w) Identify soldiers for New Equipment Training (NET).

(x) Manage on-the-job training (OJT) program.

(y) Process documentation to request accelerated payment of Selected Reenlistment Bonus (SRB).

(z) Initiate request for recruiting duty.

(aa) Process MOS/Medical Retention Board (MMRB).

(ab) Process loss of MOS qualification.

(ac) Initiate request for assignment and stabilization of First Sergeant (1SG).

(5) Enlisted promotions and reductions task list.

(a) Process advancement to Private (PV2).

(b) Identify soldiers eligible for recommendation for promotion to Sergeant (SGT) and Staff Sergeant (SSG).

(c) Identify soldiers recommended for SFT/SSG promotions.

(d) Initiate recommendation for promotion to SGT/SSG.

(e) Prepare DA Form 3355 (Promotion Point Worksheet).

(f) Prepare DA Form 3356 (Board Member Appraisal Worksheet).

(g) Conduct promotion boards.

(h) Process results of promotion selection boards.

(i) Prepare DA Form 3357 (Board Recommendation).

(j) Initiate promotion point reevaluations.

(k) Assist the PSC in conducting annual recomputations.

(l) Initiate promotion point adjustments.

(m) Initiate removal from local promotion standing list.

(n) Process advancement to Private First Class (PFC) and Specialist (SPC).

(o) Conduct a removal board for soldiers on local promotion standing list.

(p) Initiate reinstatement of soldiers to local promotion standing list.

(q) Initiate declination of promotion selection.

(r) Compute waiver allocations.

(s) Initiate request for standby advisory board consideration.

(t) Initiate removal from a centralized promotion list.

(u) Process promotions for special bandspersons.

(v) Initiate reduction for misconduct.

(w) Initiate reduction for inefficiency.

(x) Conduct reduction boards.

(y) Process rights and appeal policy.

(z) Initiate request for reduction orders and restoration to former grade.

(aa) Initiate reduction actions for other reasons.

(ab) Initiate advancement based on the Army Civilian Acquired Skills Program.

(ac) Accelerate advancement based on college education.

(ad) Initiate corrections to erroneous advancements.

(ae) Prepare appointments of promotion board members.

(af) Obtain the promotion board proceedings.

(ag) Obtain the SGT and SSG promotion board results.

(ah) Produce the Enlisted Promotion Report (AAC–C01).

(ai) Prepare a service obligation memorandum for promotion.

(aj) Review and update the Promotion Standing List (AAC–C10) and submit corrections to the PSC.

(ak) Submit SIDPERS transactions for grade change and/or reduction.

(al) Coordinate actions for senior enlisted selection boards.

(am) Prepare request for lateral appointment.

(6) Enlisted transfers and discharges task list.

(a) Process involuntary administrative separation action.

(b) Prepare request to voluntarily discharge a soldier.

(7) Exceptional family members task list. Assist soldier to enroll in Exceptional Family Member Program.

(8) Flagging task list.

(a) Initiate a flag.

(b) Remove a flag.

(c) Prepare a transfer flag.

(d) Request authority to retain beyond Expiration Term of Service (ETS), Expiration of Service Agreement (ESA), or Mandatory Retirement Date (MRD).

(e) Submit SIDPERS "FLAG" transaction.

(f) Submit SIDPERS "ERUP" transaction for flagged soldiers.

(g) Post Flag Report (AAC–C95).

(h) Produce weekly Flag Report (AAC–C9S).

(9) Identification documents task list.

(a) Prepare request for military identification (ID) card.

(b) Prepare request for family member ID card.

(c) Prepare request for ID tags.

(10) Leaves and passes task list.

(a) Initialize the leave control log.

(b) Receive and review leave requests from units.

(c) Add leave records to the leave control log.

(d) Post leave extensions and returns to the leave control log.

(e) Prepare backup copy of leave control data files.

(f) Review and verify Joint Uniform Military Pay System (JUMPS) Leave Transaction Input Report with unit leave control log.

(g) Review Daily Record of Transactions Unit Commanders Report.

(h) Print leave control suspense report.

(i) Prepare reconciliation memorandum.

(j) Process change in leave state involving change in status.

(k) Carry or transmit unit transmittal letter to finance.

(l) Print leave control log.

(m) Off-load or re-load leave control log.

(11) Line of duty task list.

(a) Review DA Form 2173 (Statement of Medical Examination and Duty Status) for completeness.

(b) Appoint investigating officer.

(c) Determine type of investigation.

(d) Distribute completed DA Form 2173.

(12) MILPER database management task list.

(a) Create or maintain an address file.

(b) Update or maintain the distribution file.

(c) Create or maintain letterhead file.

(d) Create or maintain signature file.

(e) Execute a file clean-up.

(f) Load the data files.

(g) Create or update the PERSINS processing activity (PPA) file (Europe only).

(h) Restore files.

(i) Save or archive data files.

(j) Execute degeneration process.

(k) Merge data to the transaction files.

(13) MILPER information management task list.

(a) Initiate name change.

(b) Initiate date of birth change.

(c) Schedule appointments at PSC to update records.

(d) Initiate social security number (SSN) change.

(e) Execute an ad hoc query against personnel qualification roster (PQR).

(f) Make authorized changes to PQR.

(g) Execute quick view.

(h) View a single record in PQR.

(i) Enter official photo suspense data.

(j) Enter physical exam suspense data.

(k) Monitor and notify soldier of records audit.

(14) Officer evaluations task list.

(a) Create rating schemes.

(b) Create list of officer evaluation report (OER) due from suspense file.

(c) Create an OER shell.

(d) Update OER suspense file.

(e) Print an individual rating scheme.

(f) Print rating scheme by unit.

(g) Type OER.

(h) Update OER log.

(i) Submit OER to PSC.

(j) Answer OER inquiries.

(15) **Officer management task list.**

(a) Initiate request for branch transfer.

(b) Initiate request for area of concentration.

(16) **Officer management task list.**

(a) Initiate application for Regular Army appointment.

(b) Consummate Regular Army appointment.

(c) Initiate application for Officer Candidate School.

(d) Initiate application for admission to United StatesMilitary Academy (USMA) and United States Military AcademyPreparatory School (USMAPS).

(e) Initiate application for warrant officer training.

(f) Process request for direct commission.

(17) **Officer promoiions task list.**

(a) Initiate promotion declination.

(b) Initiate request for reconsideration for promotion.

(c) Process officer promotion recommendations to FirstLieutenant (1LT) and Chief Warrant Officer (CW2).

(d) Coordinate action for centralized boards.

(18) **Officer transfers and discharges task list.**

(a) Process application for relief from active duty.

(b) Process application for officer resignation.

(c) Initiate application for inter-servicetransfer.

(19) **Orders task list.**

(a) Prepare order.

(b) Type request and authorization for temporary duty(TDY) travel.

(c) Maintain orders log.

(20) **Personnel accounting and strength reporting task list.**

(a) Report assigned and attached personnel.

(b) Balance the Personnel Zero Balance Report (AAC–C27).

(c) Reconcile end-of-month AAC–C27.

(d) Prepare the Personnel Summary Report.

(e) Prepare the Personnel Requirements Report.

(f) Initialize the battle roster files.

(g) Report assigned-not-joined personnel.

(h) Maintain the battle roster.

(i) Reconcile the battle roster.

(j) Create a backup of the battle roster.

(k) Review the vacant position in the duty file.

(l) Initialize the task force personnel summary.

(m) Create ad hoc reports from the battle roster.

(n) Print the battle roster.

(o) Merge attachment records with battle roster.

(p) Report incorrect loss actions.

(q) Prepare the PMOS and Duty MOS (DMOS) report.

(r) Perform reconciliation procedures.

(s) Create manifest file by unit processing code(UPC) or sequence number.

(t) Manage the manifest file.

(u) Report losses.

(v) Prepare backup of manifest file.

(w) Report incorrect gain actions.

(x) Report absences and returns to duty.

(y) Prepare battalion roll-up.

(z) Prepare lSG daily report.

(aa) Maintain official personnel register.

(ab) Reconcile personnel transaction registers.

(ac) Reconcile unit personnel accountability notices.

(ad) Process duty status change.

(21) **Personnel processing task list.**

(a) Prepare DA Form 137 (Installation Clearance Record).

(b) Outprocess a soldier.

(c) Inprocess a soldier.

(d) Conduct unit movement soldier readiness check.

(e) Conduct annual individual movement soldier readinesscheck.

(f) Assist in identification of sole parents.

(g) Assist in preparation of family care counselingdocuments.

(h) Prepare unit for oversea movement (POM).

(22) **Personnel security clearances task list.**

(a) Manage Personnel Reliability Program (PRP).

(b) Determine and record Field Determined PersonnelSecurity Status (FDPSS) in SIDPERS Personnel File.

(c) Monitor Personnel Transaction Register by Unit (PTRU)for Security Requirement (SR) transactions.

(d) Identify soldiers requiring background investigation andcoordinate with S2.

(e) Identify soldiers requiring special backgroundinvestigation and coordinate with S2.

(f) Identify soldiers requiring Department of Defense (DOD)National Agency Check inquiries (DOD NACI) and coordinatewith S2.

(23) **Postal operations task list.**

(a) Pick up mail.

(b) Process incoming mail.

(c) Distribute the mail.

(d) Process dangerous mail.

(e) Redirect mail.

(f) Manage mail for casualties.

(g) Maintain the organization file.

(h) Maintain mail cards.

(i) Print locator cards.

(j) Report postal offenses.

(k) Print a roster by status.

(l) Print a roster by sponsors.

(m) Purge departures.

(n) Update mailbox file.

(o) Create mailboxes.

(p) Change combinations.

(q) Delete mailboxes.

(r) Manage mail during catastrophes.

(s) Assign or withdraw receptacles.

(t) Maintain receptacles and receptacle record forms.

(u) Deliver mail through receptacles.

(v) Control keys and combinations of receptacles.

(w) Check assigned receptacles.

(x) Respond to damaged or pilfered mail complaints.

(y) Control accountable mail.

(24) **Quality assurance task list.**

(a) Use internal control review checklist to test whetherprescribed controls within Battalion S1 are working.

(b) Identify areas within Battalion S1 where additionalcontrols are needed.

(c) Take corrective action when deficiencies within BattalionS1 are found.

(d) Refer non-correctable Battalion S1 deficiencies to higherheadquarters.

(25) **Reassignment task list.**

(a) Initiate request for change of tour.

(b) Initiate request for deletion or deferment—familyproblems.

(c) Initiate family travel request (movement to gainingoversea area).

(d) Initiate family travel request (movement todesignated location).

(e) Process family travel decisions.

(f) Process request for more than one POV travelauthorization.

(g) Initiate request for advance return of dependents.

(h) Initiate request for leave outside CONUS.

(i) Initiate deletion or defermentrequest—regulatory (locally approved).

(j) Initiate deletion or defermentrequest—regulatory (DA approved).

(k) Initiate deletion or deferment request—operational.

(l) Initiate deletion or deferment request—compassionate.

(m) Initiate request for early arrival.

(n) Conduct initial levy counseling.

(o) Transfer a soldier within a battalion.

(26) **Retention task list.**

(a) Maintain bar review suspense file.

(b) Assist commanders in preparing locally imposed bars toreenlistment.

(c) Assist soldiers in preparing appeals to locally imposedbars to reeinlistment.

(d) Process Army Qualitative Management Program (QMP)reenlistment bar.

(e) Assist soldiers in preparing appeals to QMP bars.

(f) Submit SIDPERS "ERUP" transaction.

(g) Prepare RETAIN worksheet.

(27) **Soldier applications task list.**

(a) Initiate request for airborne training.

(b) Initiate request for assignment as an instructor at auniformed service school.

(c) Initiate request for CONUS-to-CONUS reassignment.

(d) Initiate request for CONUS-to-CONUS reassignment forArmy Married Couples.

(e) Initiate request to be entered in the Army MarriedCouples Program.

(f) Initiate request for oversea service.

(g) Initiate request for ranger training.

(h) Initiate request for service school attendance.

(i) Initiate request for extension of oversea service.

(j) Initiate request for compassionate reassignment.

(k) Initiate request for command sponsorship.

(l) Initiate request for remission or cancellation ofindebtedness.

(m) Initiate a request for assignment to certain organizationsor agencies.

(n) Initiate request for assignment to U.S. Military EntranceProcessing Command.

(o) Initiate request for assignment to ROTC or ReserveComponent duty.

(p) Initiate request for special forces training.

(q) Initiate request for voluntary intertheatre consecutiveoversea tours.

(r) Initiate request for voluntary intratheatre consecutiveoversea tours.

(s) Initiate request for in-place consecutive oversea tours.

(t) Initiate request for permissive reassignment.

(u) Initiate request for hardship extension of active duty.

(v) Initiate request for language training.

(w) Initiate request for conscientious objector status.

(x) Initiate request for sole surviving son or daughter status.

(y) Initiate request for special assignment.

(z) Initiate request for permissive TDY.

(28) **Special pay programs task list.**

(a) Prepare documentation to start special pay.

(b) Prepare documentation to stop special pay.

(c) Prepare documentation to reinstate specialpay.

(29) **Sponsorship task list.**

(a) Coordinate with Command Sergeant Major (CSM) and1SG for appointment of sponsor.

(b) Assist sponsor with preparation of welcome letter.

(c) Appoint a reactionary sponsor.

(30) **Strength management task list.**

(a) Initiate involuntary foreign service tour extensions.

(b) Initiate request for withdrawal of Additional SkillIdentifier (ASI).

(c) Initiate request for withdrawal of Skill QualificationIdentifier (SQI).

(d) Initiate request for withdrawal of LanguageIdentification Code (LIC).

(e) Initiate request for termination of soldiers from specialforces duty.

(f) Initiate request for individual stabilization.

(g) Initiate request for award of ASI.

(h) Initiate request for award of SQI.

(i) Initiate request for award of LIC.

(j) Initiate request for curtailment.

(k) Initiate request for removal from airborne training.

(l) Initiate request for removal from jump status.

(m) Initiate request for reinstatement to jumpstatus.

(31) **Transition processing task list.**

(a) Initiate voluntary retirements.

(b) Process soldier for ETS.

(32) **Unit manning task list.**

(a) Create unit manning report.

(b) Maintain unit manning report.

(33) **Legal task list.**

(a) Prepare and process administrative separationcorrespondence (AR 635–200, chaps 5, 7, 9, 10, 11, 13, 14, 15, and 16).

(b) Prepare and process summarized record of administrativedischarge board proceedings.

(c) Prepare and process DA Form 2627 (Record afProceedings Under Article 15, UCMJ).

(d) Prepare and process DA Form 2627–2 (Record ofSupplementary Action Under Article 15, UCMJ).

(e) Prepare and process DD Form 458 (Charge Sheet).

(f) Prepare and process DD Form 2329 (Record of Trial bySummary Court-Martial).

(g) Prepare and process DD Form 491 (Summarized Recordof Trial).

(h) Prepare and process DD Form 457 (InvestigatingOfficer's Report).

(i) Prepare and process administrative letters of reprimand.

(j) Prepare and process DD Form 497 (Confinement Order).

(k) Prepare DA Form 3169–R (Report of Judicial andDisciplinary Activity in the Army) feeder information.

(34) **Meal cards task list.**

(a) Execute ad hoc query against meal card file.

(b) Initiate Basic Allowance for Subsistence (BAS).

(c) Terminate Basic Allowance for Subsistence.

(d) Prepare blank entitlement cards.

(e) Prepare an individual entitlement card.

(f) Create a BAS list for each company.

(g) Issue a temporary meal card for field operations.

(h) Prepare a report for finance office.

(i) Purge all reports for field operations.

(j) Update BAS list.

(k) View existing field numbers on file.

(l) Initiate meal card system.

(m) Issue new meal cards.

(n) Prepare meal card log report.

(o) Reissue meal card.

(p) Turn in meal card.

(35) **Military pay task list.**

(a) Prepare pay change documentation.

(b) Review and transmit allotment changes.

(c) Prepare Variable Housing Allowance certification.

(d) Appoint Class A Agent.

(e) Answer pay inquiries.

(f) Prepare Basic Allowance for Quarters (BAQ)requests.

(g) Prepare BAS requests.

(h) Prepare certificate for performance of hazardous duty.

(i) Prepare request for family separation allowance.

(j) Prepare State of legal residence certificate.

(k) Assist soldier in preparing IRS Form W–4 forms.

(l) Review BAS shredout.

(m) Review BAQ shredout.

(n) Review Overseas Housing Allowance (OHA) shredout.

(o) Review Cost of Living Allowance (COLA) shredout.

(p) Review flight pay shredout.

(q) Review late pay shredout.

(r) Review other miscellaneous shredouts.

(s) Prepare finance transmittal memorandum.

(36) **Publications task list.**

(a) Add a new publications account using DA Form 12(Request for Establishment of a Publications Account).

(b) Modify an existing publications account (DA Form 12).

(c) Delete an existing publications account (DA Form 12).

(d) Prepare publications requisitions using DA Form 4569(USAPC Requisition Code Sheet).

(e) Print the publications distribution list.

(f) Print the 12-series validation list.

(g) Print the DA Form 4569 resupply master list.

(h) Update publications subscriptions.

(i) View and delete or print DA Form 4569 transactions list.

(j) View and print the 12-series transaction file.

(k) Write 12-series and 4569 backup file to floppy disk.

(l) Write a 12-series and DA Form 4569 transactions tofloppy disk.

(m) Obtain a list of footnote codes.

(n) Obtain a list of publication codes.

(o) Backup the publications directory.

(p) Restore the publications directory.

(q) Backup publication files.

(r) Restore publication files.

(s) Restore the account number file.

(t) Break down distribution and distribute publications.

(u) Pick up publications and blank forms.

(v) Perform semiannual account review.

(w) Answer inquiries.

(x) Maintain Battalion S1 publications library.

(37) **Training (soldier support file) tasklist.**

(a) Create a soldier support file (S1 responsibility).

(b) Delete a soldier support file (S1 responsibility).

(c) Add a soldier support file (S3 responsibility).

(d) Print a soldier support file by name (S3 responsibility).

(e) Print a soldier support file by unit (S3 responsibility).

(f) Execute an ad hoc query against soldiersupport file (S3 responsibility).

(g) Modify a record in the soldier support file (S3responsibility).

(h) Print all soldier support files (S3 responsibility).

(i) Produce report of Nuclear, Biological, Chemical (NBC)and Chemical, Biological, Radiological (CBR) (S3responsibility).

(j) Produce weight control program data (S3 responsibility).

(k) Produce physical readiness data (S3 responsibility).

(l) Produce SQT and Common Task Training (CTT) data(S3 responsibility).

(m) Produce drivers license data (S3 responsibility).

(n) Produce weapons qualification data (S3 responsibility).

(o) Produce military education data (S3 responsibility).

(p) Enter data received from companies (S3 responsibility).

(38) **Unit administration task list.**

(a) Type or complete a memorandum.

(b) Type or complete a message.

(c) Type or complete a report.

(d) Type or complete a plan, schedule, or roster.

(e) Type or complete an endorsement.

(f) Type or complete statistical data.

(g) Type or complete a form.

(h) Type or complete a directive.

(i) Type or complete a briefing or chart.

(j) Type or complete an additional duty appointment.

(k) Type or complete an alert roster.

(l) Type or complete a hometown news release.

(m) Process distribution.

(n) Maintain correspondence file.

(o) Maintain duty rosters.

(p) Maintain stock of forms.

(q) Administer unit fund.

(r) Maintain daily staff journal.

(s) Prepare sworn and unsworn statements.

(t) Reply to special inquiry.

(u) Prepare weekly bulletin.

(v) Administer weight control program.

(w) Administer sample surveys.

(x) Type or complete miscellaneous correspondence for allunits.

e. Seven MILPER functions form the basis for the MissionEssential Task List (METL) in the wartime environment. Thesefunctions include replacement operations, strengthmanagement, personnel accounting and strength reporting, casualtymanagement, MILPER database management, MILPERinformation management, and postal operations (FM 12–6). At onetime it was thought that the Battalion S1 could primarilyconcentrate on these functions during hostilities. However,recent contingency operations have shown that the workloadassociated with the remaining MILPER and non-MlLPER-functions was not decreased after deployment. The S1 mustjuggle these varied requirements and establish priorities basedon the current situation.

f. Although the Battalion S1 performs the tasks associatedwith the non-MILPER functions, proponency for thesenon-MILPER functions rests with the communities outlined below.

(1) *Legal.* Proponent is the Judge Advocate General,Washington, DC.

(2) *Meal cards.* Proponent is the Deputy Chief of Staff forLogistics, Washington, DC.

(3) *Military Pay.* Proponent is the U.S. Army Finance andAccounting Center, Ft. Benjamin Harrison, Indiana.

(4) *Publications.* Proponent is the U.S. Army Publicationsand Printing Command, Alexandria, Virginia.

(5) *Training.* Proponent is the Combined Arms TrainingActivity, Ft. Leavenworth, Kansas. The Battalion S3 managesthe training function (Para 1–13*d*) and maintains the soldiersupport file (table 4–1). The Battalion S1 is limited to creatingand deleting individual records and maintaining certain dataelements not related to training support.

(6) *Unit Administration.* Since this function includes suchthings as weight control, duty appointments, and generaltyping requirements, proponency is shared by all agenciesrequiring actions. However, the Adjutant General (AG)community is responsible for execution.

g. The Army provides the Battalion S1 with an average ofseven soldiers to do its wartime mission using the ModifiedTable of Organization and Equipment (MTOE). Theseresources, however, are insufficient to accomplish all 38functions and multifunctional programs. This forces commandersto use "shadow clerks" at company or battalion level toaccomplish their mission.

h. This regulation describes the organizational, automation,and procedural tools now available to commanders whichreduce the need for "shadow clerks" in the companies toperform administrative functions. If commanders use all ofthese tools, the average Battalion S1 section can functionefficiently with 10 people (fig 2–2) and one enhanced TacticalArmy Combat Service Support Computer System (TACCS) (fig3–1).

1–14. Principles of Support

The Battalion S1 Program—

a. Defines the personnel service support workload in theBattalion S1 and at unit level.

b. Conserves combat arms workforce and supports theArmy's life cycle function of sustainment.

1–15. Standards of Service

a. The Battalion S1 Program—

(1) Is a MILPER multifunctional program.

(2) Is resourced by an MS3 additive to the MTOE (forMTOE MILPER units) and by TDA (for TDA MILPERunits).

(3) Is the functional responsibility of thePersonnel Operations Branch.

b. Designated MILPER functional proponents will supportthe PERSCOM Battalion S1 Program Manager in executing theprogram by—

(1) Periodically reviewing work requirements at battalionand unit level.

(2) Seeking ways to streamline battalion level work andreduce the number of manhours required to do the work.

(3) Ensuring battalion level operating proceduresfacilitatetraining.

1–16. Single-source operating document
The Battalion S1 Program is directed by HQDA Staff level and field operating agencies either as policy, functional, or branch proponents. This regulation provides a single-source operating document to the field, and as such, is binding on all communities requiring work of the Battalion S1.

1–17. Battalion S1 policy
The Battalion S1 is the section within the battalion which provides personnel service support (PSS). As such—

a. The Battalion S1 will perform the tasks outlined in paragraphs 1–13*c* and *d*, take or secure action on personnel matters, and furnish personnel information and guidance to designated commanders and staff.

b. The Battalion S1 will report to higher headquarters any information required on such matters as personnel changes and replacement requirements.

c. The Battalion S1 will execute all personnel service support administration, to include unit level typing.

d. The military pay and personnel support systems at battalion level will be integrated so as to provide one-stop pay and personnel support for commanders and soldiers. One-stop pay support means assisting soldiers and commanders in understanding entitlements and in preparing documents before submitting them to finance.

1–18. Separate company policy
a. The separate company will provide decentralized personnel service support for a unit that is not supported by a Battalion S1 due to—

(1) Organizational structure.

(2) Mission.

(3) Geographic distance from parent organization.

b. The military personnel functions performed by the separate company are identical to those performed by the Battalion S1. Therefore, every function performed by the Battalion S1 may also be performed by separate companies unless otherwise stated.

1–19. Army National Guard of the United States (ARNGUS) policy
Peacetime PSS for Army National Guard of the United States ARNGUS units are administered under Army and National Guard Bureau (NGB) regulations and executed by unit administrators (readiness noncommissioned officer (NCO) and administrative NCO or unit clerk) as described herein for separate companies. Accordingly, this regulation may be used by full-time unit support (FTUS) and inactive duty training (IDT) personnel as a guide to organizing and conducting MILPER responsibilities when not in active Federal service. ARNGUS units will use this publication when developing training objectives under Forces Command (FORSCOM)/NGR 350–2.

1–20. Workforce resources
AR 600–8 includes Battalion S1 as a multifunctional program under the Personnel Operations Branch. Manpower requirements criteria (MARC) develops requirements for the table of organization and equipment (TOE) Battalion S1. The modified table of organization and equipment (MTOE) usually provides the nucleus of the workforce authorizations required in MTOE MILPER units with TDA augmentation used to reflect residual requirements and authorizations. MS3 develops staffing standards for the TDA requirements. The workforce authorizations for the Battalion S1 will be determined using the workload factors specified by the MS3 and MARC process.

1–21. Levels of work
Most personnel work in the field is performed at three primary levels: company, battalion, and installation (or some equivalent in the tactical force). The focus of the guidance in this regulation is on company and battalion level.

Chapter 2
Organization

2–1. Overview of organization
This chapter—

a. Replaces the term "Personnel and Administration Center" (PAC) with Battalion S1.

b. Replaces the term "PAC Supervisor" with "Personnel Sergeant."

c. Replaces the term "Personnel Staff Noncommissioned" Officer (PSNCO) with "Assistant Personnel Sergeant."

d. Introduces the term "Battalion S1" as the section within the battalion responsible for PSS.

e. Introduces the term "Unit Support Activities" for those activities within the Battalion S1 which support office and unit management.

f. Introduces the term "Legal Support Activities" for those activities within the Battalion S1 which support disciplinary and legal matters.

g. Introduces the term "Personnel Support Activities" for those activities within the Battalion S1 which support management of the soldier.

h. Introduces the term "Personnel Officer" (S1) for the principal staff officer responsible for personnel matters. The functional role of the S1 is to fulfill the duties and responsibilities normally associated with Gl/AG and Director of Personnel and Community Activities. This officer also serves in the traditional role of adjutant and assists the commander personally in much the same manner as the aide and Secretary of the General Staff (SGS).

i. Introduces the term "Personnel Sergeant" for the senior noncommissioned officer in the Battalion S1 who provides battalion PSS. The personnel sergeant has operational control of the Battalion S1 and is the first-line supervisor for unit support and legal support activities.

j. Introduces the term "Assistant Personnel Sergeant" for the noncommissioned officer normally senior in grade or date of rank to all clerks within the Battalion S1 who provides most of the coordination with outside activities (that is, Personnel Automation Section (PAS), PSC, finance, and so forth). The assistant personnel sergeant performs as first-line supervisor of personnel support activities.

k. Introduces the term "Unit Support Clerk" to describe the clerk in the Battalion S1 who is dedicated full time to providing typing support for all the companies supported by the battalion.

l. Introduces the term "Shadow Clerk" for a soldier who is assigned to a unit in an authorized or recognized position but performs administrative duties not called for in his or her job description (for example, an infantryman working in the company orderly room as a clerk).

m. Describes the organizational tools available to commanders to make their Battalion S1 sections more efficient.

2–2. Use of organizational tools
Commanders are encouraged to use the organizational tools described in this chapter. These tools are designed to—

a. Configure the Battalion S1 section so that all administrative functions can be performed in a central location at battalion level.

b. Reduce the need for "shadow clerks" in the companies to perform administrative functions.

Section II
Policies

2–3. Use of shadow clerks at company level
Shadow clerks should not be used at company level to perform administrative tasks that are provided by the Battalion S1 (para 1–13*d*).

2–4. Use of the unit support clerk at battalion level
a. Commanders should use the unit support clerk in the Battalion S1 section (instead of company shadow clerks) to perform unit level administrative tasks outlined in paragraph 1–13*d*. Using a dedicated workstation (fig 3–1) and boilerplate software (table 4–1), the unit support clerk can complete most tasks within one duty day. The personnel sergeant screens and ranks in importance the work given to the unit support clerk on a daily basis.

b. Where the structure permits, Battalion S1's may consider establishing a unit/clerk association whereby each supported company is associated with one of the Battalion S1 clerks (for example, company A is associated with SPC Jones; company B is associated with PFC Smith; company C is associated with SPC Wright; and company D is associated with PFC Robinson). This arrangement provides the company commander and first sergeant with a point of contact in the Battalion S1 section to handle their administrative needs.

Section III
Organizational Tools

2–5. Available organizational tools
Commanders have a number of organizational tools available to them to make their Battalion S1 sections more efficient. These tools include: using the unit support clerk at battalion level to perform unit level administrative tasks (para 2–4), structuring their organizations into four areas of specialization (para 2–6), assigning duty area(s) to each Battalion S1 clerk (para 2–7), and using the techniques described in paragraph 2–8 to increase the effective use of workforce resources.

2–6. Organizational structure
a. The Battalion S1 can be logically divided into four areas of specialization: supervision, unit support, legal support, and personnel support.

b. Ideally, the Battalion S1 organization should include: personnel officer (S1), personnel sergeant, assistant personnel sergeant, legal specialist (MOS 71D), postal clerk, unit support clerk, and three personnel administration specialists (MOS 75B) for battalions with authorizations of 500.

c. One additional personnel administration specialist should be added for each 150 authorizations above 500.

d. The number of clerks in battalions with less than 500 authorizations should be reduced using these same rules.

2–7. Duty descriptions
The four areas of specialization outlined in paragraph 2–6 can be further subdivided into the 14 duty areas shown below and in figure 2–1. Depending on available workforce, each Battalion S1 clerk may be assigned more than one duty area as depicted in figure 2–2. (See para 1–13*d* for various task listings.)

a. Supervision.
(1) The personnel officer (S1)—
(a) Provides overall supervision of Battalion S1 activities.
(b) Performs quality assurance tasks.
(2) The personnel sergeant—
(a) Exercises operational control of the Battalion S1 section.
(b) Provides first-line supervision of unit support and legal support activities.
(c) Performs exceptional family member program tasks.
(d) Performs retention tasks.
(e) Performs sponsorship tasks.
(3) The assistant personnel sergeant—

(a) Provides coordination with outside activities (for example, PAS, PSC, finance, and so forth).
(b) Provides first-line supervision of personnel support activities.
(c) Performs casualty operations tasks.
(d) Performs line of duty tasks.
(e) Performs MILPER information management tasks.
(f) Performs personnel security clearance tasks.
b. Unit support.
(1) Publications clerk performs tasks associated with publications.
(2) Unit support clerk performs tasks associated with unit administration.
(3) Postal clerk performs tasks associated with postal operations.
c. Legal support.
(1) Legal specialist performs flagging tasks (1–13*d*(8)) and legal tasks (1–13*d*(33)) associated with the Uniform Code of Military Justice (UCMJ) and soldier eliminations under the technical supervision of the SJA.
(2) Legal specialist also performs tasks associated with transfers and discharges to include:
(a) Enlisted transfers and discharges.
(b) Officer transfers and discharges.
d. Personnel support.
(1) SIDPERS clerk performs tasks associated with—
(a) MILPER database management.
(b) Personnel accounting and strength reporting.
(c) Personnel processing.
(d) Unit manning.
(e) Training.
(2) Finance clerk performs tasks associated with—
(a) Leaves and passes.
(b) Special pay programs.
(c) Meal cards.
(d) Military pay.
(3) Personnel actions clerk performs tasks associated with—
(a) Enlisted management.
(b) Identification documents.
(c) Officer management.
(d) Officer procurement.
(e) Reassignment.
(f) Soldier applications.
(g) Strength management.
(h) Transition processing.
(4) Evaluations clerk performs tasks associated with—
(a) Enlisted evaluations.
(b) Officer evaluations.
(5) Awards clerk performs tasks associated with awards and decorations.
(6) Promotions clerk performs tasks associated with—
(a) Enlisted promotions and reductions.
(b) Officer promotions.
(c) Orders.

2–8. Use of workforce resources
Until HQDA either reduces the workload in the Battalion S1 so that authorized resources are sufficient to accomplish all tasks or increases the authorized resources in the Battalion S1, commanders should consider doing all or part of the following to increase the effective use of workforce resources in the Battalion S1 section:

a. Work to identify their workforce requirements and fight to get additional resources authorized through table of distribution and allowances (TDA) linkage or augmentation. The Total Army Analysis (TAA) TDA process is the Army's recognized process for funding the peacetime requirements.

b. Divert soldiers from nonpersonnel skills to reinforce the tactical personnel units. Commanders must realize that using shadow clerks adversely affects the readiness of the unit providing the workforce as well as the Battalion S1. Using soldiers who are not properly trained in PSS functions lowers the level of service to supported units.

c. Reduce the demands for non-personnel work (for example, details, field exercises, and training) to provide MTOE personnel units with additional hours of productive functional work.

d. Refrain from creating new work requirements (such asadditional reports and rosters) that are not called for in anArmy regulation.

```
           +---------------+
           | PERSONNEL     |
           | OFFICER (S1)  |
           +-------+-------+
                   |
           +-------+-------+
           | PERSONNEL     |
           | SERGEANT      |
           +-------+-------+
                   |                 +------------------+
                   |                 | ASST PERSONNEL   |
                   |                 | SERGEANT         |
                   |                 +--------+---------+
                   |                          |
   +-----------+-----------+-----------+
   |           |           |
+-----------+  +-----------+  +-----------------+
| UNIT      |  | LEGAL     |  | PERSONNEL       |
| SUPPORT   |  | SUPPORT   |  | SUPPORT         |
+-----------+  +-----------+  +-----------------+
|1. PUBLICATIONS| |1. UCMJ/  | |1. SIDPERS      |
|             | |   ELIMINATIONS| |              |
|2. UNIT SUPPORT| |          | |2. FINANCE      |
|             | |2. TRANSFERS/| |              |
|3. POSTAL    | |   DISCHARGES| |3. ACTIONS      |
+-----------+  +-----------+  |4. EVALUATIONS   |
                             |5. AWARDS         |
                             |6. PROMOTIONS     |
                             +-----------------+
```
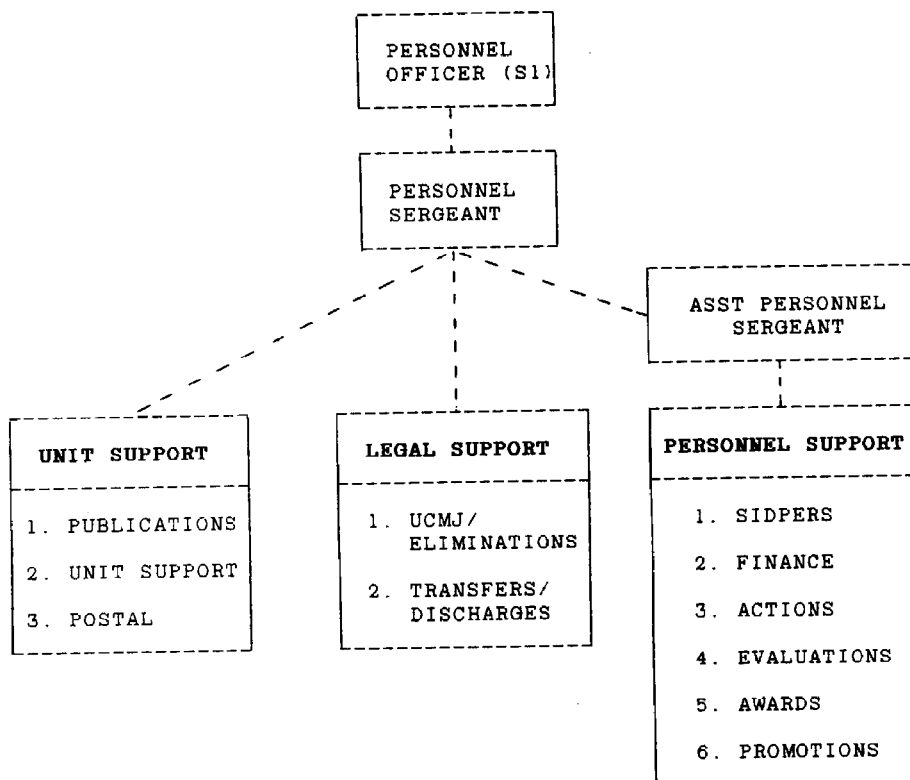
Figure 2-1. Recommended distribution of Battalion S1 duties

```
           +---------------+
           | PERSONNEL     |
           | OFFICER (S1)  |
           +-------+-------+
                   |
           +-------+-------+
           | PERSONNEL     |
           | SERGEANT      |
           +-------+-------+
                   |                 +------------------+
                   |                 | ASST PERSONNEL   |
                   |                 | SERGEANT         |
                   |                 +--------+---------+
                   |                          |
   +-----------+-----------+-----------+
   |           |           |
+-----------+  +-----------+  +-----------------+
| UNIT      |  | LEGAL     |  | PERSONNEL       |
| SUPPORT   |  | SUPPORT   |  | SUPPORT         |
+-----------+  +-----------+  +-----------------+
|PUBLICATIONS/| |LEGAL SPEC| |SIDPERS CLERK    |
|POSTAL CLERK | |          | |                 |
|             | +-----------+ |FINANCE CLERK    |
|UNIT SUPPORT |             |ACTIONS/AWARDS CLERK|
|CLERK        |             |                 |
+-----------+              |EVALUATIONS/      |
                           |PROMOTIONS CLERK  |
                           +-----------------+
```

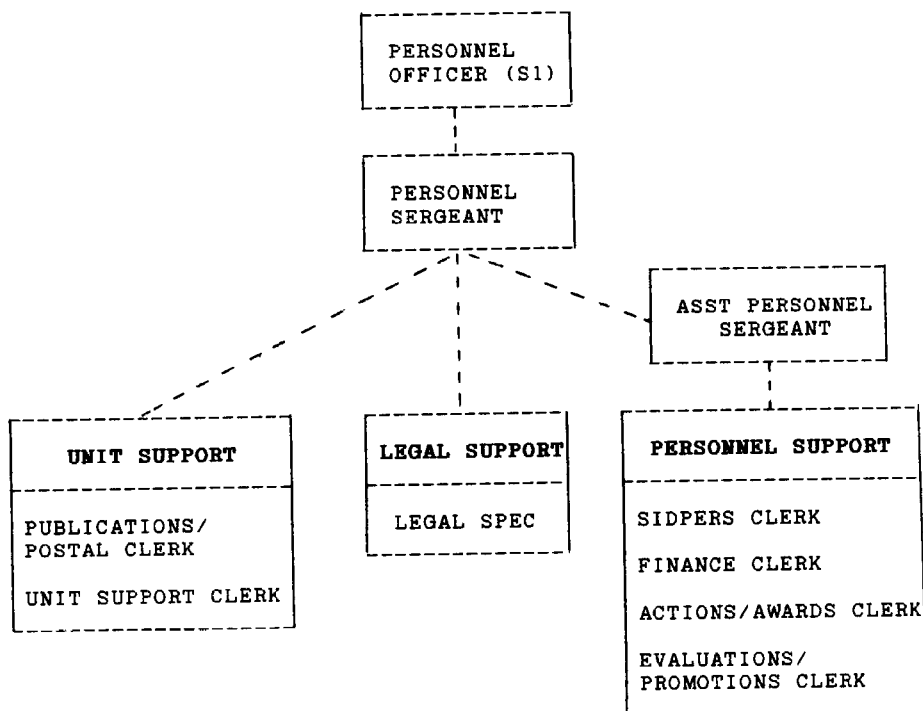**Figure 2-2. Recommended Battalion S1 Organization (10 soldiers)**

Chapter 3
Automation (Hardware)

Section I
Basic Information

3–1. Overview of automation
This chapter—

a. Encourages the use of the Tactical Army Combat Service Support Computer System (TACCS) to perform Battalion S1 functions other than legal functions.

b. Authorizes units to add commercial workstations to their basic TACCS to increase access to the numerous SIDPERS software modules that have been fielded Armywide.

c. Describes the automation tools available to commanders to make their Battalion S1 sections more efficient.

3–2. Use of automation tools
Commanders are encouraged to use the automation tools described in this chapter. These tools are designed to—

a. Increase the automation capability of the Battalion S1 section.

b. Increase accessibility to the SIDPERS 2.75, Tier III software.

c. Reduce the need for computers at company level to perform administrative functions (fig 1–1) that are the responsibility of the Battalion S1.

Section II
Policies

3–3. Use of TACCS
a. TACCS was developed and is being fielded as the deployable automation system for the Army. It was specifically designed to help units perform their combat service support missions (that is, administration, logistics, and so forth). To capitalize on the Army's investment in hardware, training, and software, all Battalion S1 organizations and separate companies with TACCS will maximize the use of TACCS (both in garrison and in the field).

b. TACCS-Enhanced is being fielded as an interim platform for SIDPERS. This computer is faster and more powerful than the basic TACCS and has the capacity to accept a variety of commercial peripherals to include laptops.

c. Units not yet fielded with TACCS will use automation capabilities, both those that are organic and those belonging to the supporting data processing facility, as much as possible.

3–4. Purchase of commercial work stations
Units are authorized to enhance their basic TACCS by adding commercial work stations subject to the following constraints:

a. Procurement action will conform to pertinent guidance issued by the Office of the Director of Information Systems for Command, Control, Communications, and Computers (ODISC4).

b. Justification for augmentation must be based on garrison requirements only.

c. Any modifications required to obtain TACCS compatibility must be made to augmentation devices or software. No alterations to

basic TACCS devices or Standard Army Management Information System (STAMIS) software is authorized.

3–5. Use of computers at company level
a. Automated Information Systems (AIS) and associated hardware and software assets will be distributed at all levels, including company level, only if there is a validated information requirement to support functional requirements in TDA organizations and to support all non-TOE, garrison-type functional requirements in TOE organizations. the MACOMs must validate these requirements and process them through the Information Mission Area (IMA) planning process.

b. All companies whose administrative requirements have not been validated by the MACOM and approved through the IMA planning process may not use unit level computers to perform non-TOE, garrison-type functions.

Section III
Automation (Hardware) Tools

3–6. Available automation tools
Commanders have a number of automation tools available to them to make their Battalion S1 sections more efficient. These tools include using the basic TACCS device authorized on their TDA/TOE documents (para 3–3) and enhancing their basic TACCS by adding commercial work stations (para 3–4).

3–7. Hardware configuration
The hardware configuration shown in figure 3–1 illustrates the use of four commercial work stations to enhance the Battalion S1's basic TACCS device. Figure 3–1 represents the hardware configuration that has been approved as the basis-of-issue plan (BOIP) standard issue for the Battalion S1.

a. One work station is devoted full time to unit support. The unit support clerk uses this work station and boilerplate software to perform unit level typing (within the S1's area of responsibility) for up to six companies.

b. One work station is placed in the Battalion S3 section to allow the S3 to exercise overall management and maintenance for the soldier support file outlined in table 4-1.

c. The other two commercial work stations (coupled with the basic TACCS device) are used by Battalion S1 clerks to access the remainder of the software modules outlined in table 4–1.

d. Although each TACCS device has the capacity to accept up to five commercial work stations, the optimum is four.

3–8. Physical layout of Battalion S1 section
The recommended physical layout depicted in figure 3–2 maximizes the use of Battalion S1 assets (both workforce and equipment). It takes into account such things as man-year data, TACCS usage requirement per clerk, and supervisory requirements. This physical layout allows the assistant personnel sergeant to screen customers as they come through the door and assign work to the appropriate clerk(s). This also allows the personnel sergeant to oversee his or her areas of responsibility (the unit support and legal activities of the Battalion S1 section).
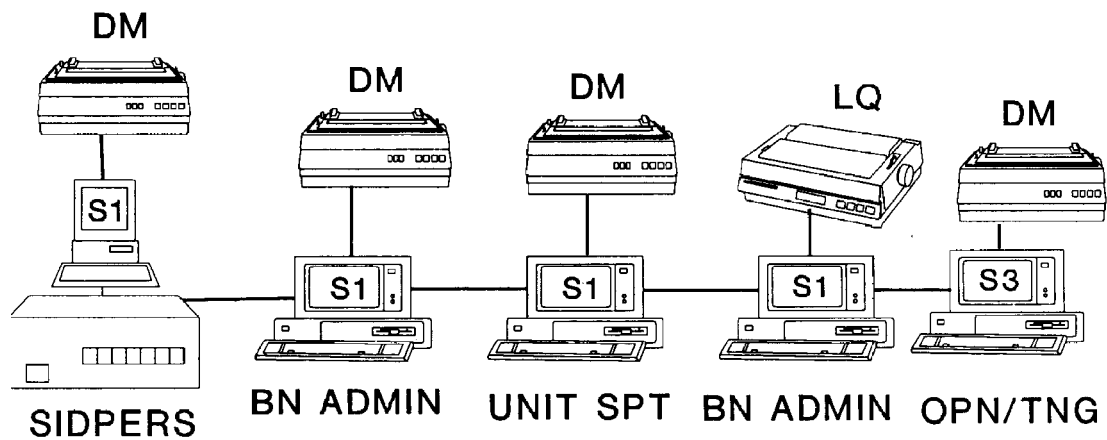
Figure 3-1. Hardware Configuration for Battalion S1
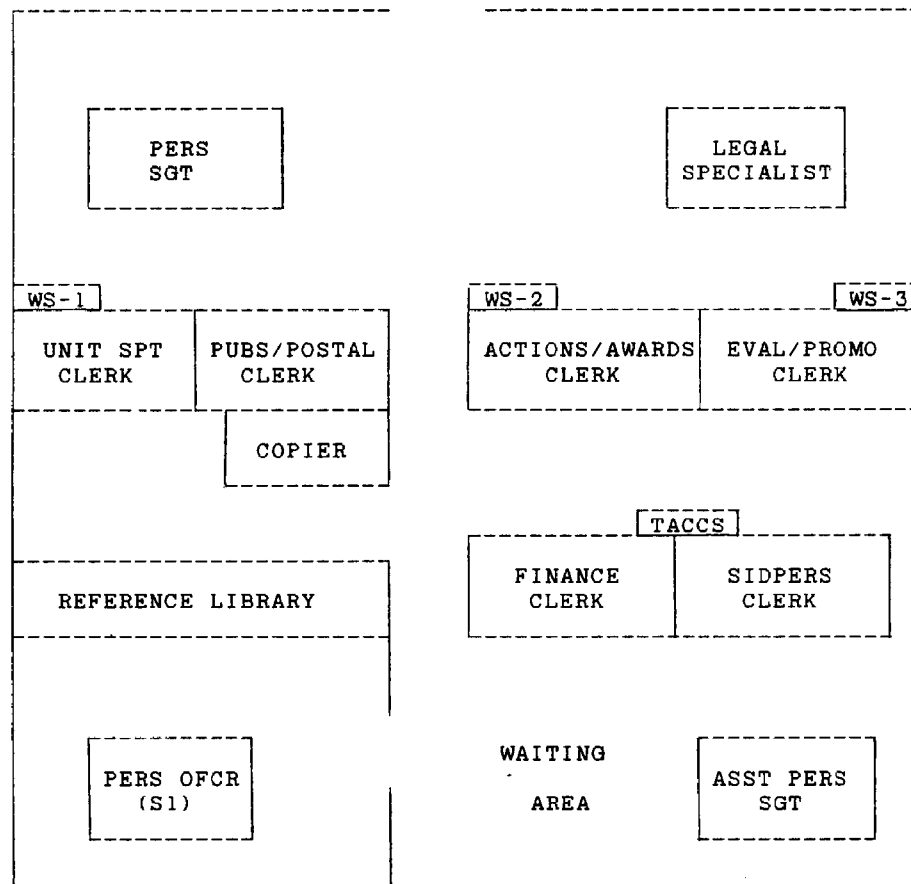
Notes:
1. TACCS = Tactical Army Combat Service Support Computer System.
2. WS = Commercial workstation connected to TACCS.
3. Finance and SIDPERS Clerks share TACCS.
4. Unit Support Clerk uses WS-1.
5. Actions/Awards and Publications/Postal Clerks share WS-2.
6. Evaluations/Promotions Clerk uses WS-3.
7. WS-4 (not shown) is used by the S3 to manage training.
8. Legal Specialist uses WS-3 or IBM compatible computer.

Figure 3-2. Recommended physical layout of Battalion S1 section

Chapter 4
Automation (Software)

Section I
Basic Information

4–1. Overview of automation
This chapter—

a. Encourages the use of SIDPERS 2.75, Tier III softwaremodules to perform Battalion S1 functions.

b. Describes the process for development of SIDPERS 2.75,Tier III software modules.

c. Describes the automation tools available to commandersto improve efficiency in their Battalion S1 sections.

4–2. Use of automation tools
Commanders are encouraged to use the automation toolsdescribed in this chapter. These tools are designedto—

a. Standardize Battalion S1 tasks Armywide.

b. Reduce the time needed to perform Battalion S1 tasks.

Section II
Policies

4–3. Use of automation capabilities
a. All units fielded with a TACCS device will use theSIDPERS 2.75, Tier III software modules described in table4–1 to perform their Battalion S1 functions (other than legalfunction).

b. Units not yet fielded with TACCS will use automation-capabilities, both those that are organic and those belonging tothe supporting data processing facility, as much as possible.

4–4. Development of software modules
a. The SIDPERS 2.75, Tier III Program will developsoftware modules for the Battalion S1 to use on the TACCS asfollows:

(1) The MILPER functional proponents, field users, andsystem designers will articulate requirements for new orsignificantly revised software to the Personnel Information SystemCommand (PERSINSCOM). All new software and softwareenhancements will be documented on DA Form 5005–R(Engineering Change Proposal—Software) with enclosures insufficient detail to define work required.

(2) The Director, Field Systems (PERSCOM), willperiodically review all software requirements and rank in order ofimportance major modules for development. This ranking willbe coordinated with Chief, Military Personnel IntegrationDivision (PERSCOM) and Director of Combat Developments(Soldier Support Center).

(3) All end-user applications software will be tested atselected sites prior to release for Armywide use.

(4) MILPER functional proponents will provide neces-saryimplementation instructions and monitor implementation, usethe prototype to perform necessary human engineering, anddevelop all necessary user instructions to integrate the softwareproduct into an automation procedure.

(5) During the prototype phase of a software module, theMILPER functional proponent must ensure not only that thesoftware product works, but that the system (software,implementation instructions, and operating instructions) forms acohesive package which actually reduces workload or improvesprocessing.

(6) A SIDPERS 2.75, Tier III Prioritization Board,consisting of Director, Field Systems (PERSCOM); Chief, MilitaryPersonnel Integration Division (PERSCOM); Director CombatDevelopments (Soldier Support Center); and MACOMrepresentatives will review all software in prototype semiannuallyand make recommendations to Commander, PERSINSCOM,regarding its readiness for Army-wide distribution. Based onthis input, commander, PERSINSCOM will determine thecontents of the next regularly scheduled Software ChangePackage (SCP).

b. Using the same methodology described inparagraph 4–4*a* above, SIDPERS 2.75, Tier III Program will also producetools to record and manage selected training requirements forsoldiers. The Battalion S3 (in coordination with the BattalionS1) will use these tools to manage training and support unitcommanders.

Section III
Automation (Software) Tools

4–5. Available automation tools
Commanders have a number of automation tools available tothem to make their Battalion S1 sections more efficient. Thesetools include using the SIDPERS 2.75, Tier III softwaremodules as described in table 4–1 to perform Battalion S1functions and using the SIDPERS 2.75, Tier III soldier supportmodule to perform the Battalion S3 training function incoordination with the Battalion S1. The Battalion S3 exercisesoverall management and maintenance for the soldier supportmodule also described in table 4–1. The Battalion S1 on-lycreates and deletes individual records and maintains certaindata elements not related to training support as outlined inparagraph 1–13*d*.

4–6. Description of SIDPERS 2.75, Tier III software modules
A brief description of each SIDPERS 2.75, Tier III softwaremodule that has been fielded Armywide is contained in table4–1. These software modules are designed to automate therecurring functions found in the Battalion S1 section.

Table 4–1
Software Modules

Functional area	Module	Description
Awards and Decorations	Award/ Decorations	Identifies soldiers eligible for Good Conduct Medal (GCMDL) and Armed Forces Reserve Medal (AFRM).
Casualty Operations	Casualty Operations	Allows user to initiate casualty feeder report to MilitaryPersonnel Division (MPD), maintains log of all casualty reports and receivescompleted casualty reports from MPD, allows user to view and print casualty reports.
Enlisted Evaluations	Evaluations	Automates rating schemes and suspense log, allows user to createand print NCOER form, provides report of soldiers rated by departingsoldier, deletes departing raters from rating scheme.
Enlisted Management	Soldier Applications	Screens soldiers for various Army programs (that is, Ranger,Airborne, and so forth), prepares DA Form 4187 (Personnel Action)if qualified.
Enlisted Promotions	Promotions	Automates preparation of DA Form 3355 (SGT/SSG), appointment of-board members, board results, board proceedings, obligation letter;ide-ntifies SGT/SSG promotion zones; produces recommended list(C10) and promotion report (C01); prepares DA Form 4187 forPV2–SPC advance-ments; compares cutoff scores (SGT/SSG) anddisplays eligibles.

Table 4–1
Software Modules—Continued

Functional area	Module	Description
Enlisted Transfers and Discharges	DD Form 214	Automates preparation of DD Form 214.
Exceptional Family Members	Exceptional Family Members	To be developed.
Flagging	Flagging	Prepares DA Form 268.
ID Documents	ID Documents	To be developed.
Leaves and Passes	Leaves and Passes	Automates leave control and maintains leave accountability.
Line of Duty	Line of Duty	To be developed.
MILPER Database Management	Database Management	Allows user to change transaction file, load data files, save files, restore files, administer files, clean up files, view and change printers.
	Spooler	Allows user to assign printers to remote workstations.
MILPER Information Management	Personnel Information	Allows user to view PQR and make changes; create SIDPERS entry; do query reports; view PQR by SSN, name, PMOS, UPC, or single record; change originator code.
	Suspense Files	Provides automated suspense file for tracking actions, identifies training distractors (that is, physical exam due, photo due, birth month audit), and produces a list of those distractors for commanders.
Officer Evaluations	Evaluations	Automates rating scheme and suspense log, provides report of soldiers rated by departing soldier, deletes departing raters from rating scheme.
Officer Management	Soldier Applications	Screens soldiers for various Army programs (that is, branch transfer, Voluntary Indefinite (VI) extension, and so forth); prepares DA Form 4187 if qualified.
Officer Procurement	Soldier Applications	Screens soldiers for various Army programs (that is, Officer Candidate School (OCS), Warrant Officer Flight Training (WOFT), and so forth); prepares DA Form 4187 if qualified.
Officer Promotions	Promotions	Identifies officer promotion zones; prepares DA Form 78 for 1LT and CW2 promotions.
Officer Transfers and Discharges	DD Form 214	Automates preparation of DD Form 214.
Orders	Orders	Automates order formats in AR 310–10; maintains log of orders (that is, awards, reassignment, amendment, revocation, and so forth).
Personnel Accounting/Strength Reporting	Pers Acct/Str Rpt	Automates Command and Control Strength Reporting System (C2SRS), battle roster, Personnel Summary, Personnel Requirements Report, Task Force Personnel Summary, Task Force Personnel Requirements Report; allows user to initialize files and reconcile files; allows inter and intra Task Force tracking.
	1SG Daily Status Rpt	Allows user to update 1SG table and also view and print 1SG Daily Status Report.
	Manifesting	Allows user to prepare single or multiple manifest reports pulled directly from battle roster.
Personnel Processing	Readiness	Automates POM/POR portion of inprocessing; allows user to determine readiness posture of soldiers.
	Outprocess	Allows user to transfer soldiers' automated records from one location to another (that is, soldier support file, meal card, mail locator, and soldier readiness file).
	DD Form 93	Allows user to prepare DD Form 93 (Record of Emergency Data) and Servicemen's Group Life Insurance (SGLI).
Personnel Security Clearances	Personnel Security Clearances	To be developed.
Postal Operations	Postal Operations	Maintains automated mail cards, directory reports, organization file, mailbox file; purges departures.
Quality Assurance	Quality Assurance	To be developed.
Reassignment	Reassignment	Automates request for Foreign Service Tour Extension (FSTE); provides quick view of assignment eligibility.
	Redeployment	Automates preparation of various forms associated with redeployment.
Retention	Retention	Automates preparation of retain worksheet; accesses Keystone system.
Soldier Applications	Soldier Applications	Screens soldiers for various Army programs; prepares DA Form 4187 if qualified.
Special Pay Programs	Special Pay Programs	To be developed.
Sponsorship	Sponsorship	To be developed.
Strength Management	Strength Management	To be developed.
Transition Processing	Transition Processing	Automates preparation of Unit Manning Report. Allows user to view or print by Battalion (Bn) or Company (Co).

Table 4–1
Software Modules—Continued

Functional area	Module	Description
Legal	Judge Advocate General (JAG)	To be developed.
Meal Cards	Meal Cards	Automates control of meal cards; produces meal cards;links SSN to meal cards; prepares field meal card list for finance.
Military Pay	Finance Battlefield System (FBS)	To be developed.
Publications	Publications	Automates ordering of blank forms and publications.
Training	Soldier Support	Automates training files (that is, weapons qualification data,driverslicense data, CTT data, SOT data, Army Physical Readiness Test(APRT) data, height/weight data); allows ad hoc query of files; allowsinteraction with personnel data base (for example, DA Form 3355queries this file for APRT data).
Unit Administration	Unit Admin	To be developed.

Chapter 5
Procedures

Section I
Basic Information

5–1. Overview of procedures
This chapter—

a. Encourages the use of SIDPERS 2.75, Tier III userinstructions to operate software modules on TACCS.

b. Describes the process for developing single-sourceregulations.

c. Requires the use of single-source regulations to performBattalion S1 functions.

d. Describes the procedural tools (including training)available to commanders to improve efficiency in their Battalion S1sections.

5–2. Use of procedural tools
Commanders are encouraged to use the procedural toolsdescribed in this chapter. These tools are designedto—

a. Provide a single-source reference for each Battalion S1function.

b. Provide each Battalion S1 soldier with the requiredknowledge to perform Battalion S1 tasks.

Section II
Policies

5–3. Use of SIDPERS 2.75, Tier III user Instructions
a. Each SIDPERS 2.7S, Tier III software module fieldedArmy-wide comes with step-by-step user instructions developedby the MILPER functional proponent. These user instructionsare contained on the TACCS hard disk and can be accessedusing the procedures outlined in table 5–1.

b. All units fielded with TACCS will use the SIDPERS 2.75,Tier III software module user instructions to assist them inperforming their Battalion S1 functions.

c. MILPER functional proponents, field users, and systemdesigners will recommend changes to these user instructions toPERSINSCOM using DA Form 2028 (Recommended Changesto Publications and Blank Forms).

5–4. Development of single-source regulations
a. MILPER functional proponents will develop single-sourceregulations that clearly identify all work requirements to thetask, rule, step, work center, and required action level ofdetail.

b. Selected single-source regulations will undergo prototypefield testing prior to release Armywide. MILPER functionalproponents will maintain an open dialogue with the prototypetesting personnel. Military Personnel Integration Division(MPID), PERSCOM will coordinate this action.

c. Once regulations are published, MILPER functionalproponents will maintain their regulations through the UPDATEprocess. Subsequent changes or revisions will be coordinatedwith PERSCOM (MPID).

5–5. Use of single-source regulations
Battalion S1 personnel will use single-source regulations toperform their duties. The majority of these regulations areplanned for release in fiscal years 1991 and 1992. In theinterim, Battalion S1 personnel will use the reference materialoutlined in table 5–2.

Section III
Procedural Tools

5–6. Available procedural tools
Commanders have a number of procedural tools available tothem to make their Battalion S1 sections more efficient. Thesetools include using SIDPERS 2.75, Tier III software moduleuser instructions described in paragraph 5–3, using thesingle-source regulations outlined in paragraph 5–5, using theBattalion S1 guides described in paragraph 5–7, using the TACCSbased software module tutorials outlined in paragraph 5–8, andensuring that Battalion S1 personnel receive the training listedin paragraph 5–9.

5–7. Guides to Battalion S1 operations
U.S. Army Soldier Support Center (USASSC) has publishedthree comprehensive guides to Battalion S1 operations entitledPAC Noncommissioned Officer's Guide (TC 12–16);Adjutant's Call, The S1 Handbook (TC 12–17); and The BattalionCommander's Guide to the Battalion S1 (TC 12–18). Thesevaluable publications are addressed below.

a. The PAC Noncommissioned Officer's Guide (TC12–16)is designed to assist the personnel sergeant in managing theBattalion S1 section. This guide covers such subjects as:Mission, Supervision, Operations, Automation, and Training. Thisguide is available from Commander, U.S. Army SoldierSupport Center (ATSG–DTU), Fort Benjamin Harrison, IN46216–5590.

b. Adjutant's Call, The S1 Handbook(TC 12–17), providesthe personnel officer (S1) with guidance on how to perform hisor her job. This publication covers both the peacetime andwartime aspects of the Battalion S1. This training circular,which contains many helpful tips, is available fromCommander, U.S. Army Soldier Support Center (ATSG–AGP),Fort Benjamin Harrison, IN 46216–5550.

c. The Battalion Commander's Guide to the Battalion S1(TC 12–18) provides commanders with an overview ofBattalion S1 operations. This guide covers such subjects as: S1Objectives; Principles of Successful Operations; S1Performance Indicators; S1 Training; SIDPERS/TACCS System; andCombat Training Center (CTC) Trendline Analysis. This guideis available from the Commandant, U.S. Army Soldier SupportInstitute (ATSG–DTU–A), Fort Benjamin Harrison, IN46216–5590.

5–8. TACCS based software module tutorials
USASSC has developed a series of TACCS based softwaremodule tutorials that will assist Battalion S1 personnel withsustainment

training. These tutorials cover such topics as:Introduction to SID-PERS; Software Installation and FileMaintenance; Data Entry; Personnel Qualification Record Update;Transaction File; Ad Hoc Query; Personnel Accounting andStrength Management, Personnel Administration, PersonnelManagement, Records, Personnel Actions, PersonnelAutomation Section Activities, Communication Procedures, Write-One(wordprocessing), and Multiplan (spreadsheet). These tutorialsare available through the local PAS of the Gl/AG.

5–9. Training for Battalion S1 personnel

a. The Army service schools conduct initial training inBattalion S1 operations as indicated below.

(1) Officers attending the OBC, the OAC, the CAS3, theCGSC, and the PCC will receive Battalion S1 training.

(2) Training will be provided to enlisted soldiers attendingthe AIT for MOS 75B, BNCOC for MOS 75B, and ANCOCfor MOS 75Z. This training will focus on the peacetime andwartime operations of the Battalion S1. Soldiers attendingthese courses will receive hands-on TACCS training on theSIDPERS 2.75, Tier III software modules fielded Armywide.

(3) Legal training for the Battalion S1 Program will beprovided to students attending AIT for MOS 71D, andBNCOC for MOS 71D.

b. Sustainment training for Battalion S1 personnel is carriedout as follows:

(1) The personnel sergeant will provide sustainment trainingto Battalion S1 personnel on a recurring basis. A dedicatedblock of uninterrupted training time each week should be setaside for the Battalion S1 section. Usually one-half day eachweek is sufficient to accomplish MOS and Battalion S1functional area cross training, on-the-job training, commonskill training, and collective task (field operations) training.This requirement is in addition to time needed for commontask training (CTT) and preventive maintenance checks andservices (PMCS) training. If possible, the uninterrupted timefor the Battalion S1 section should be synchronized with thatof the supporting Personnel Service Company (PSC) and theFinance Support Unit (FSU). The personnel sergeant shoulduse TC 12–16, TC

12–17, TC 12–18, FM 12–6, soldiersmanuals, applicable sections of the battalion Army Trainingand Evaluation Program (ARTEP), and Battalion S1 StandingOperating Procedures (SOPs) as primary training documents.

(2) The Gl/AG (or installation equivalent) also conductssustainment training for Battalion S1 personnel. This trainingwill be given to Battalion S1 personnel on a recurring basis tofamiliarize them with the latest software modules,administrative procedures, and so forth. This instruction will includehands-on TACCS training on the peacetime and wartimefunctions of the Battalion S1.

(3) The servicing Staff Judge Advocate (SJA) is responsiblefor the technical supervision, training, and professionaldevelopment of all legal specialists within his or her areajurisdiction. Training will include all areas deemed appropriate by theSJA. This should include all areas of responsibility of 71D'sand 71E's, local court-martial jurisdiction, local administrativeboard procedures, local UCMJ authority restrictions andpolicies, local magistrate court operations, local confinementpolicies and procedures, local legal assistance policies andprocedures, and legal automation training.

Section IV
Accessing SIDPERS 2.75, Tier III User Instructions

5–10. Rules for accessing SIDPERS 2.75 user instructions

a. Functional proponents will develop step-by-step userinstructions for each software module developed for TACCS.

b. The PAS of the Gl/AG will load the user instructions onthe hard disk of each SIDPERS TACCS.

c. All units fielded with TACCS will use theSIDPERS 2.75 user instructions to assist them in performing their Battalion S1functions.

5–11. Steps for accessing SIDPERS 2.75 user instructions

The steps in table 5-1 give the actions for accessing SIDPERS2.75, Tier III user instructions

Table 5–1
SIDPERS 2.75, Tier III User Instructions

Step	Work Center	Required action
1	BNS1	Ensure PAS has placed user instructions on the TACCS hard disk.
2	BNS1	If user instructions are not on TACCS hard disk, get copy offloppy disk from PAS.
3	BNS1	To place user instructions on the hard disk, enter"RESTORE" on command line and press [GO].
4	BNS1	Place floppy disk in "A" drive and press[GO].
5	BNS1	To access user instructions, enter "WRITEONE" oncommand line and press [RETURN].
6	BNS1	Enter "<USERDOC> UNIT" next to documentscommand, and press [GO]. (Note: It will take several hours to printall user instructions).

Table 5–2
Required References, Forms, and Reports (by function)

Function/Program	References	Forms	Reports
Awards/Decorations	AR 672–5–1	DA Form 638 DA Form 638–1	AAC–C13 AAC–C24
Casualty Operations	AR 600–8–1 AR 600–10 DA Pam608–4 DA Pam 608–5 DA Pam 608–33	DA Form 1155 DA Form 1156	
Enlisted Evaluations	AR 623–205 AR 600–9 DA PAM 600–8	DA Form 2166–7 DA Form 2166–7–1 DAForm 5237–R	AAC–C13

Table 5–2
Required References, Forms, and Reports (by function)—Continued

Function/Program	References	Forms	Reports
Enlisted Management	AR 600–200 AR 614–200 AR680–1 DA Pam 600–8	DA Form 4187	
Enlisted Promotions/Reductions	AR 600–200 AR 680–1 DA Pam 600–9	DA Form 3355 DA Form 3356 DA Form 3357 DA Form4187	AACO1 AAC–C10 R070
Enlisted Transfers/Discharges	AR 40–501 AR 310–10 AR 635–5 AR635–200	DA Form 2466 DA Form 3822–R DA Form4856–R DA Form 5138–R DD Form 214 SF 88 SF 93	
Exceptional Family Members	AR 600–75 AR 614–100 AR 614–200	DA Form 5291–Series	
Flagging	AR 600–8–2 AR 600–9 DA Pam600–8	DA Form 268	AAC–C95
ID Documents	AR 640–3	DA Form 428 DD Form 1172	
Leaves and Passes	AR 630–5 DA Pam 600–8	DA Form 31 DA Form 4179–R	
Line of Duty	AR 385–40 AR 600–8–1	DA Form 285 DA Form 2173	
MILPER Database Management	DA Pam 600–8–1		
MILPER Information Management	AR 600–2 AR 640–2–1 AR640–10 AR 680–1 AR 680–29 DA Pam600–8 DA Pam 600–8–1	DA Form 4187	AAC–C20 AAC–C22 AAC–C26 AAC–C28 AAC–C37
Officer Evaluations	AR 623–105 AR 600–9 DA PAM 600–8	DA Form 67–8 DA Form 67–8–1 DA Form5234–R	AAC–C13
Officer Management	AR 601–100 AR 611–101 AR680–1 DA Pam 600–8	DA Form 4187	
Officer Procurement	AR 135–100 AR 145–1 AR 351–1 AR351–5 AR 351–17 AR 601–100 AR611–112 DA Pam 600–11	DA Form 61 DA Form 71	
Officer Promotions	AR 624–100 AR 680–1 DA Pam 600–8	DA Form 78 DA Form 4187	AAC–C45
Officer Transfers/Discharges	AR 310–10 AR 614–100 AR635–5 AR 635–100 AR 635–120	DA Form 2446 DD Form 214	
Orders	AR 310–10 AR 37–106 JTR, VOL. 2	DA Form 2446 DD Form 1610	

Table 5–2
Required References, Forms, and Reports (by function)—Continued

Function/Program	References	Forms	Reports
Personnel Accounting and Strength Reporting	AR 680–1 AR 680–29 DA Pam600–8 DA Pam 600–8–1	DA Form 647 DA Form 647–1 DA Form 3728 DAForm 3813 DA Form 3815	AAC–C01 AAC–C05 AAC–C10 AAC–C11 AAC–C13 AAC–C15 AAC–C17 AAC–C27 AAC–C37 AAC–C40 AAC–C47 AAC–C49 AAC–P01 AAC–P11 AAC–P29 AAC–P49 AAC–P51
Personnel Processing	AR 210–10 AR 220–10 AR600–8–101 AR 600–20 AR 612–2 AR614–30 AR 635–200 AR 680–1 DA Pam600–8	DA Form 137 DA Form 647 DA Form 647–1 DA Form5304–R DA Form 5305–R	AAC–C13 AAC–C15 AAC–C43
Personnel Security Clearances	AR 604–5 AR 604–10	DA Form 5247–R DA Form 5248–R	AAC–C37
Postal Operations	AR 340–3 AR 340–5 AR 350–15 DOD4525.6M, Vol 2 Domestic Mail Manual USPS Pub 38A AR600–8–3		
Quality Assurance	AR 11–2		
Reassignment	AR 55–46 AR 612–2 AR 614–6 AR614–30 AR 614–100 AR 614–200 DA Pam600–8–10 AR 600–8–11	DA Form 4036–R DA Form 4787 DA Form5117–R DA Form 5118–R	AAC–C13 AAC–C15
Retention	AR 601–280 AR 600–200 AR 635–200	DA Form 1315 DA Form 4126–R DA Form 4856	AAC–C13
Soldier Applications	AR 600–200 AR 614–100 AR614–200 AR 680–1 DA Pam 600–8 DA Pam600–8–21	DA Form 4187	
Special Pay Programs	AR 37–104–3 DA Pam 600–8		AAC–P49 AAC–P51
Sponsorship	AR 612–1 DA Pam 612–1	DA Form 5434	
Strength Management	AR 600–200 AR 611–201 AR614–100 AR 614–200 DA Pam 600–8	DA Form 4187	AAC–C05 AAC–C07 AAC–C11 AAC–C27

Table 5–2
Required References, Forms, and Reports (by function)—Continued

Function/Program	References	Forms	Reports
Transition Processing	AR 635–100 AR 635–120 AR635–200 AR 680–1 DA Pam 600–8	DA Form 4187	
Unit Manning	AR 600–200 DA Pam 600–8 DA Pam600–8–1		AAC–C07 AAC–C27
Legal	AR 27–10 AR 190–47 AR 600–15 AR600–37 AR 635–200 Manual for Courts-Martial (MCM)	DA Form 2627 DA Form 2627–1 DA Form2627–2 DA Form 3169–R DD Form 457 DD Form458 DD Form 491 DD Form 491–1 DD Form 497 DD Form2329	AAC–C95
Meal Cards	AR 37–104–3 AR 600–38 AR680–1 DA Pam 600–8 DA Pam 710–2–1	DA Form 3161 DA Form 4187 DA Form 4550–R DAForm 4809–R DA Form 5672–R DD Form 714 DD Form 1475	
Military Pay	AR 37–101–2 AR 37–104–3 DA Pam600–8	DA Form 2142 DA Form 3685 DD Form 2558 IRS FormW4 SF 1199A	AAC–P49 AAC–P51
Publications	DA Pam 25–30 DA Pam 310–10	DA Form 12–R DA Form 17 DA Form479–1 DA Form 4569	
Training (Soldier Support File)	AR 350–15 AR 351–1		AAC–C17 AAC–C37
Unit Administration	AR 25–50 AR 25–400–2 AR37–1 AR 220–45 AR 600–9 AR 680–1 DAPam 25–400–2 DA Pam 360–3 DA Pam 600–8	DA Form 6 DA Form 4187 DA Form 2266	AAC–C11 AAC–C32 AAC–C37

Appendix A
References

Section I
Required Publications

AR 600–8
Military Personnel Management, (Cited in paras 1–1*a*and 1–13*c*).

FM 12–6
Personnel Doctrine, (Cited in paras 1–1*a* and1–13*e*).

TC 12–16
PAC Noncommissioned Officer's Guide. (Cited in para 5–7*a*).

TC 12–17
Adjutant's Call, The S1 Handbook. (Cited in para 5–7*a*).

TC 12–18
The Battaiion Commander's Guide to the Battalion S1. (Citedin para 5–7*c*).

Section II
Related Publications

AR 11–2
Internal Control Systems

AR 25–3
Army Life Cycle Management Information Systems

AR 25–50
Preparing and Managing Correspondence

AR 25–400–2
The Modern Army Recordkeeping System (MARKS)

AR 27–10
Military Justice

AR 37–101–2
Field Organizations and Operating Instructions Using theJUMPS–Army Automated Coding System (JACS)

AR 37–104–3
Military Pay and Allowance Procedures: Joint Uniform MilitaryPay System (JUMPS–Army)

AR 37–106
Finance and Accounting for Installations: Travel andTransportation Allowances

AR 55–46
Travel of Dependents and Accompanied Military and CiviliansTo, From and Between Oversea Areas

AR 210–10
Administration

AR 220–10
Preparation for Oversea Movement of Units (POM)

AR 220–45
Duty Rosters

AR 310–10
Military Orders

AR 340–3
Official Mail Cost Control Program

AR 340–5
Correspondence Distribution Management

AR 350–15
The Army Physical Fitness Program

AR 351–1
Individual Military Education and Training

AR 351–5
United States Army Officer Candidate Schools

AR 351–17
U.S. Military Academy and U.S. Military AcademyPreparatory School

AR 570–2
Manpower Requirements Criteria (MARC)—Tables ofOrganization and Equipment

AR 570–4
Manpower Management

AR 570–5
Manpower Staffing Standards System

AR 600–2
Name and Birth Data and Social Security Number

AR 600–8–1
Casualty Operations

AR 600–8–2
Suspension of Favorable Personnel Actions (FLAGS)

AR 600–8–3
Unit Postal Operations

AR 600–8–11
Reassignment

AR 600–8–101
Personnel Processing

AR 600–9
The Army Weight Control Program

AR 600–15
Indebtedness of Army Personnel

AR 600–20
Army Command Policy

AR 600–37
Unfavorable Information

AR 600–38
Meal Card Management System

AR 600–75
Exceptional Family Member Program

AR 600–200
Enlisted Personnel Management System

AR 601–100
Appointment of Commissioned and Warrant Officers in theRegular Army

AR 601–280
Total Army Retention Program

AR 604–10
Military Personnel Security Program

AR 611–101
Personnel Selection and Classification, Commissioned OfficerClassification System

AR 611–112
Personnel Selection and Classification, Manual of WarrantOfficer Military Occupational Specialties

AR 611–201
Enlisted Career Management Fields and Military OccupationalSpecialties

AR 612–2
Preparation of Replacements for Oversea Movement (POR)

AR 614–6
Permanent Change of Station Policy

AR 614–30
Oversea Service

AR 614–100
Officer Assignment Policies, Details, and Transfers

AR 614–200
Selection of Enlisted Soldiers for Training and Assignment

AR 623–105
Officer Evaluation Reporting System

AR 623–205
Enlisted Evaluation Reporting System

AR 624–100
Promotions of Officers on Active Duty

AR 630–5
Leaves and Passes

AR 635–100
Officer Personnel

AR 635–120
Officer Resignations and Discharges

AR 635–200
Enlisted Personnel

AR 640–2–1
Personnel Qualification Records

AR 640–3
Identification Cards, Tags, and Badges

AR 640–10
Individual Military Personnel Records

AR 672–5–1
Military Awards

AR 680–1
Unit Strength Accounting and Reporting

AR 680–29
Military Personnel, Organization and Type of TransactionCodes

DA Pam 25–30
Consolidated Index of Army Publications and Blank Forms

DA Pam 25–400–2
Modern Army Recordkeeping System (MARKS) for TOE andCertain Other Units of the Army

DA Pam 310–10
The Standard Army Publications System (STARPUB): UsersGuide

DA Pam 360–3
Army Hometown News Program

DA Pam 600–8
Management and Administrative Procedures

DA Pam 600–8–1
SIDPERS Unit Level Procedures

DA Pam 600–8–10
Management and Administrative Procedures: IndividualAssignment and Reassignment Procedures

DA Pam 600–8–21
Soldier Applications Program

DA Pam 600–11
Warrant Officer Professional Development

DA Pam 608–4
A Guide for the Survivors of Deceased Army Members

DA Pam 608–6
Financial Crossroads

DA Pam 608–33
Casualty Assistance Handbook

DA Pam 612–1
The Army Sponsorship Program

DOD 4525.6M, Vol 2
Postal Manual

MCM
Manual for Courts-Martial

USPS Pub 38A
Postal Manual

Section III
Prescribed Forms

DA Form 6
Duty Roster

DA Form 12–R
Request for Establishment of a Publications Account

DA Form 17
Requisition for Publications and Blank Forms

DA Form 31
Request and Authority for Leave

DA Form 61
Application for Appointment

DA Form 67–8
U.S. Army Officer Evaluation Report

DA Form 67–8–1
Officer Evaluation Support Form

DA Form 71
Oath of Office—Military Personnel

DA Form 78
Recommendation for Promotion of Officer

DA Form 137
Installation Clearance Record

DA Form 268
Report to Suspend Favorable Personnel Actions (FLAG)

DA Form 285
U.S. Army Accident Investigation Report

DA Form 428
Application for Identification Card

DA Form 479–1
Publication and Blank Form Stock Record Card (Visible File)

DA Form 638
Recommendation for Award

DA Form 638–1
Recommendation For Award (Other Than Valor) Of ArmyAchievement Medal (AAM), Army Commendation Medal(ARCOM), and Meritorious Service Medal (MSM)

DA Form 647
Personnel Register

DA Form 647–1
Personnel Register

DA Form 1155
Witness Statement on Individual

DA Form 1156
Casualty Feeder Report

DA Form 1315
Reenlistment Data

DA Form 2028
Recommended Changes to Publications and Blank Forms

DA Form 2142
Pay Inquiry

DA Form 2166–7
Noncommissioned Officer Evaluation Report

DA Form 2166–7–1
Noncommissioned Officer Counseling Checklist/Record

DA Form 2173
Statement of Medical Examination and Duty Status

DA Form 2446
Request for Orders

DA Form 2627
Record of Proceedings Under Article 15, UCMJ

DA Form 2627–1
Summarized Record of Proceedings Under Article 15, UCMJ

DA Form 2627–2
Record of Supplementary Action Under Article 15, UCMJ

DA Form 3161
Request for Issue or Turn-ln

DA Form 3169
Report of Judicial Disciplinary Activity in the Army

DA Form 3355
Promotion Point Worksheet

DA Form 3356
Board Member Appraisal (Worksheet)

DA Form 3357
Board Recommendation

DA Form 3685
JUMPS–JSS Pay Elections

DA Form 3728
SIDPERS Input and Control Data—Personnel Change;Expanded

DA Form 3813
SIDPERS Input and Control Data-Personnel/OrganizationChange (Key Punch)—PART I (Personnel Change)

DA Form 3815
SIDPERS Input and Control Data—Authentication andTransmittal

DA Form 3822–R
Report of Mental Status Evaluation

DA Form 4036–R
Medical and Dental Preparation for Oversea Movement

DA Form 4126–R
Bar to Reenlistment Certificate

DA Form 4179–R
Leave Control Log

DA Form 4187
Personnel Action

DA Form 4550–R
Meal Card Verification Form

DA Form 4569
USAPC Requisition Code Sheet

DA Form 4787
Reassignment Processing

DA Form 4809–R
Meal Card Control Register

DA Form 4856
General Counseling Form

DA Form 5005–R
Engineering Change Proposal—Software

DA Form 5117–R
Reassignment Control Sheet

DA Form 5ll8–R
Reassignment Status and Election Statement

DA Form 5138–R
Separation Action Control Sheet

DA Form 5234–R
Officer Evaluation Report Control Log

DA Form 5237–R
Personnel Staff NCO Enlisted Evaluation Report SuspenseRoster

DA Form 5247–R
Request for Security Determination

DA Form 5248–R
Report of Unfavorable Information or Suspension of Access

DA Form 5291–Series
Exceptional Family Member Questionnaires

DA Form 5304–R
Family Care Counseling Checklist

DA Form 5305–R
Family Care Plan

DA Form 5434
Request for Sponsorship

DA Form 5672–R
Meal Card Control Book Log

DD Form 93
Record of Emergency Data

DD Form 214
Certificate of Release or Discharge from Active Duty

DD Form 457
Investigatng Officer's Report

DD Form 458
Charge Sheet

DD Form 491
Summarized Record of Trial

DD Form 491–1
Summarized Record of Trial—Article 39(A) Session

DD Form 497
Confinement Order

DD Form 714
Meal Card Control Book

DD Form 1172
Application for Uniformed Services Identification CardDEERS Enrollment

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Glossary

Section I
Abbreviations

AFRM
Armed Forces Reserve Medal

AG
Adjutant General

AIS
Automated Information System

AIT
advanced individual training

AMOS
additional military occupational specialty

ANCOC
Advanced Noncommissioned Officer Course

APRT
Army physical readiness test

ARCOM
Army Commendation Medal

ARNGUS
Army National Guard of the United States

ARTEP
Army Training and Evaluation Program

ASI
additional skill identifier

BAQ
basic allowance for quarters

BAS
basic allowance for subsistence

BMM
borrowed military manpower

BNCOC
Basic Noncommissioned Officer Course

BNS1
Battalion S1

BOIP
basis of issue plan

CAR
Chief, Army Reserve

CAS3
Combined Arms and Services Staff School

CATA
Combined Arms Training Activity

CBR
chemical, biological, radiological

CGSC
Command and General Staff College

CNGB
Chief, National Guard Bureau

COLA
cost-of-living allowance

CONUS
Continental United States

CSM
Command Sergeant Major

CTT
common task training

C2SRS
Command and Control Strength Reporting System

DCSPER
Deputy Chief of Staff for Personnel

DMOS
duty military occupational specialty

DOD
Department of Defense

EOD
explosive ordnance disposal

ESA
expiration of service agreement

ETS
expiration term of service

FBS
Finance Battlefield System

FDPSS
Field-determined personnel security status

FSTE
Foreign Service Tour Extension

FSU
Finance Support Unit

FTUS
Full-time unit support

GCMDL
Good Conduct Medal

HQDA
Headquarters Department of the Army

ID
Identification

IDT
inactive duty training

IMA
Information Mission Area

JAG
Judge Advocate General

JUMPS
Joint Uniform Military Pay System

LES
leave and earning statement

LIC
Language Identification Code

MACOM
Major Army Command

MARC
Manpower requirements criteria

METL
Mission Essential Task List

MILPER
military personnel

MMRB
MOS/Medical Retention Board

MOS
military occupational specialty

MPD
Military Personnel Division

MPID
Military Personnel Integration Division

MRD
mandatory retirement date

MSC
major subordinate command

MS3
Manpower Staffing Standards System

MTOE
modified table of organization and equipment

NACI
National Agency Check inquiries

NBC
nuclear, biological, chemical

NCO
noncommissioned officer

NCOER
Noncommissioned Officer EvaluationReport

NCOLP
Noncommissioned Officer LogisticsProgram

NET
new equipment training

NGB
National Guard Bureau

OAC
Officer Advanced Course

OBC
Officer Basic Course

OCS
Officer Candidate School

ODISC4
Officer, Director of Information Systemsfor Command, Control, Communications,and Computers

OER
Officer Evaluation Report

OHA
overseas housing allowance

OJT
on-the-job training

PAC
Personnel and Administration Center

PAS
Personnel Automation Section

PCC
Pre-Command Course

PERSCOM
U.S. Total Army Personnel Command

PERSINSCOM
Personnel Information Systems Command

PFC
Private First Class

PMCS
preventive maintenance checks andservices

PMOS
primary military occupational specialty

POM
preparation for oversea movement

POR
preparation of oversea replacements

POV
privately owned vehicle

PPA
PERSINS processing activity

PQR
personnel qualification roster

PSC
Personnel Service Company

PSNCO
personnel staff noncommissioned officer

PSS
Personnel Service Support

PSSD
Personnel Service Support Directorate

PTRU
Personnel Transaction Register by Unit

QMP
Qualitative Management Program

ROTC
Reserve Officer Training Corps

SCP
Software Change Package

SGLI
Servicemen's Group Life Insurance

SIDPERS
Standard Installation/Division PersonnelSystem

SJA
Staff Judge Advocate

SMOS
secondary military occupational specialty

SOP
standing operating procedure

SQI
skill qualification identifier

SQT
skill qualification test

SRB
selective reenlistment bonus

SSN
social security number

STAMIS
Standard Army Management Information System

TAA
total Army analysis

TACCS
Tactical Army Combat Service SupportComputer System

TAG
The Adjutant General

TDA
table of distribution and allowances

TDY
temporary duty

TOE
table of organization and equipment

TPF
TACCS Personnel File

TRADOC
United States Army Training and Doctrine Command

UCMJ
Uniform Code of Military Justice

UPC
unit processing code

USAR
United States Army Reserve

USASSC
United States Army Soldier SupportCenter

USMA
United States Military Academy

USMAPS
United States Military Academy Preparatory School

UTL
Unit Transmittal Letter

VHA
variable housing allowance

VI
Voluntary Indefinite

WOFT
Warrant Officer Flight Training

1SG
First Sergeant

Section II
Terms

Assistant personnel sergeant
The noncommissioned officer, normal-lysenior in grade or date of rank to allclerks within the Battalion S1, whocoordinates battalion functions with outsideactivities (that is, PAS, PSC, Finance,ant so forth). He or she performs asfirst-line supervisor of personnel supportactivities.

Battalion S1
The section within the battalionresponsible for personnel service support (PSS).

Borrowed military manpower (BMM)
Soldiers borrowed from an MTOE unit toperform duties within a TDA activitywhere a MACOM-approved workforcerequirement exists but no workforce spacehas been authorized; or where theworkforce space has been authorized, but theposition is unfilled.

Function
A defined segment of the MILPERSystem and the point where responsibilityrests with a specific person at all levels ofcommand.

G1/AG
Officer who directs both MILPERechelons (staff and service) for the entireinstallation.

Legal support activities
Those activities within the Battalion S1which support disciplinary and legalmatters.

Modified table of organization and equipment (MTOE)
An authorization document thatprescribes the

modifications to a basic TOEwhich are necessary to adapt its mission,capabilities, personnel, and equipment tomeet the needs of a specific unit or groupof units. An MTOE allows the majorArmy (MACOM) commander to modifyor adjust the standard TOE for one ormore of the TOE units under hiscommand. The TOE specifies therequirements for units on a worldwide basis. TheMTOE authorizes the reorganization of aspecific unit to meet the requirements ofthe command to which the unit isassigned. A Department of the Army (DA)published MTOE is the officialauthorization document for all TOE units and isthe authority for organization property onhand in the organization.

Personnel officer (S1)
The principal staff officer responsible forpersonnel matters. The functional role ofthe S1 is to fulfill the duties andresponsibilities normally associated with G1/AGand the Director of Personnel andCommunity Activities.

Personnel sergeant
The senior noncommissioned officer inthe Battalion S1 responsible for battalionpersonnel service support. The personnelsergeant has operational control of theBattalion S1 section and is the first-linesupervisor for unit support and legalsupport activities.

Personnel support activities
Those activities within the Battalion S1which support management of the soldier.

Shadow clerk
A soldier who is assigned to a unit in anauthorized or recognized position butperforms administrative duties not called forin his or her job description (for example,an infantryman working in the companyorderly room as a clerk).

Table of distribution and allowances (TDA)
The authorization document thatprescribes the mission, organizationalstructure, personnel, and most of theequipment allowances for a unit for whichthere is no TOE.

Table of organization and equipment (TOE)
The document that prescribes the mission,organizational structure, personnel, andmost of the equipment requirements for amilitary unit. It is a requirementsdocument that provides a basic guide for thedevelopment of units on a worldwidebasis. For example, an infantry battalionin Europe is organized under the sameTOE and has the same basic structure asan infantry battalion in the Pacific region.Units organized according to a TOE arecalled TOE units.

Task
A major subdivision of a function orsubfunction that is the lowest level ofwork which has meaning to the doer, abeginning and an ending, and can bemeasured.

Unit support activities
Those activities within the Battalion S1that support office and unit management.

Unit support clerk
The one clerk in the Battalion S1 who isdedicated full-time to providing typingsupport for all the companies supportedby the battalion.

Work center
A clearly defined organizational elementrecognized by MS3 as the basis forworkforce requirements.

Section III
Special Abbreviations and Terms
This section contains no entries.

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This index is organized alphabetically by topic andby subtopic within a topic Topics and subtopics areidentified by paragraph number.

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